

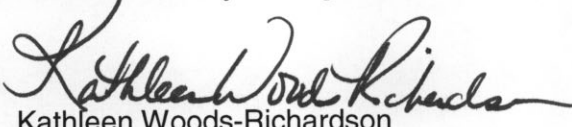


MEMORANDUM

TO: Joseph A. Ruiz, Jr.
Assistant County Manager

DATE: August 1, 2005

SUBJECT: Quarterly Strategic Management
Report, 3rd Quarter FY 04-05

FROM: 
Kathleen Woods-Richardson
Director
Department of Solid Waste Management

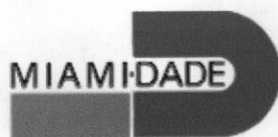
Submitted for your review is the FY 2004-05 Third Quarter Quarterly Strategic Management Report for the Department of Solid Waste Management (DSWM).

Pursuant to the revised format provided by the Manager's Office, this report provides a comprehensive overview of the current DSWM Business Plan, status of initiatives as outlined in the published FY 2004-05 Operating Budget Book, and financial results for the quarter and year to date.

If there are any questions, please contact my office or David Ritchey, Assistant Director, at (305)-514-6630.

cc: David Ritchey, DSWM
Nancy Vinock, Office of Strategic Business Management

Attachment



Departmental Quarterly Performance Report

Department Name: Solid Waste Management

Reporting Period: FY 2005 3rd Quarter

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Departmental Quarterly Performance Report
Department Name: Solid Waste Management
Reporting Period: Fiscal Year 2005 – 3rd Quarter

Key Initiative A.

Improve the quality and efficiency of customer service; automate and link customer service

Strategic Goal NU 5: Enact programs to beautify and improve urban and residential areas

Outcome NU 5-1: Neighborhood and rights of way aesthetics that foster and enhance quality of life

Task/Activities/Program:

Maximize (within budget) overall customer satisfaction for all DSWM services

Performance Measure: Percentage of Customers Satisfied (Very & Somewhat)

Garbage Service - 97%

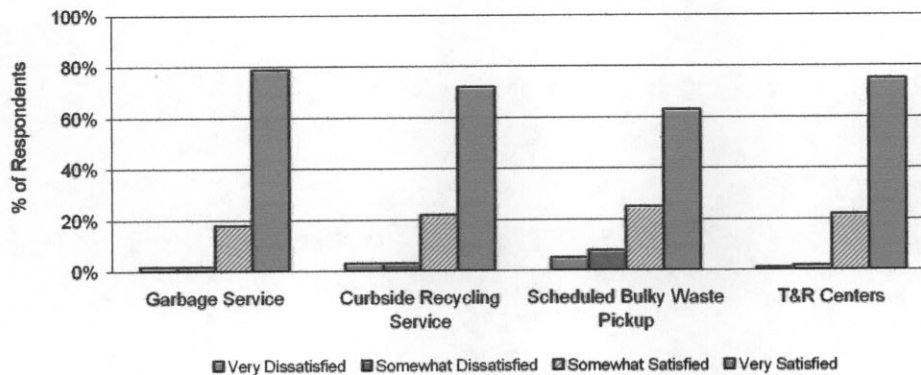
Curbside Recycling - 94%

Scheduled Bulky Waste - 88%

Trash & Recycling - 97%

☒ *Strategic Plan*
☒ *Business Plan*
☐ *Budgeted Priorities*
☒ *Customer Service*
☐ *ECC Project*
☐ *Workforce Dev.*
☐ *Audit Response*
☐ *Other* _____
(Describe)

CUSTOMER SATISFACTION LEVELS FOR DSWM SERVICES



Customer Survey conducted May 2002

Status:

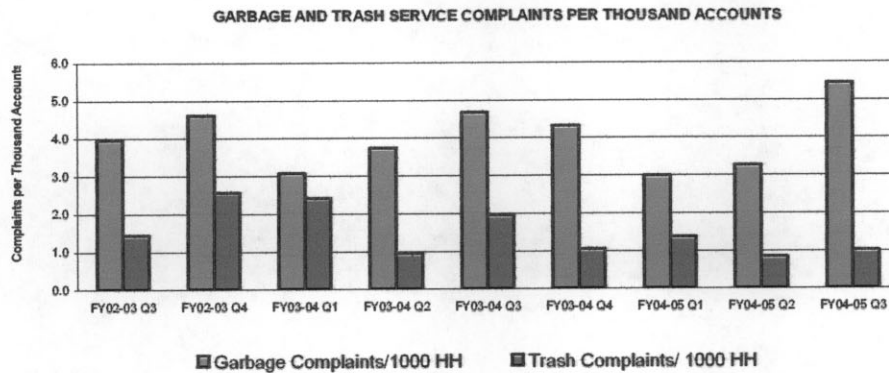
The data from this graph indicates overall customer satisfaction of 94%. Survey update is included in FY04-05 Service Development Division workplan.

Departmental Quarterly Performance Report
Department Name: Solid Waste Management
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Tasks/Activities/Program

Reduce Garbage and Trash service complaints

Additional Performance Measure: Service complaints per thousand accounts



Status: (FY 05 – 3rd Quarter)

Garbage Complaints - 5.43

Trash Complaints - 1

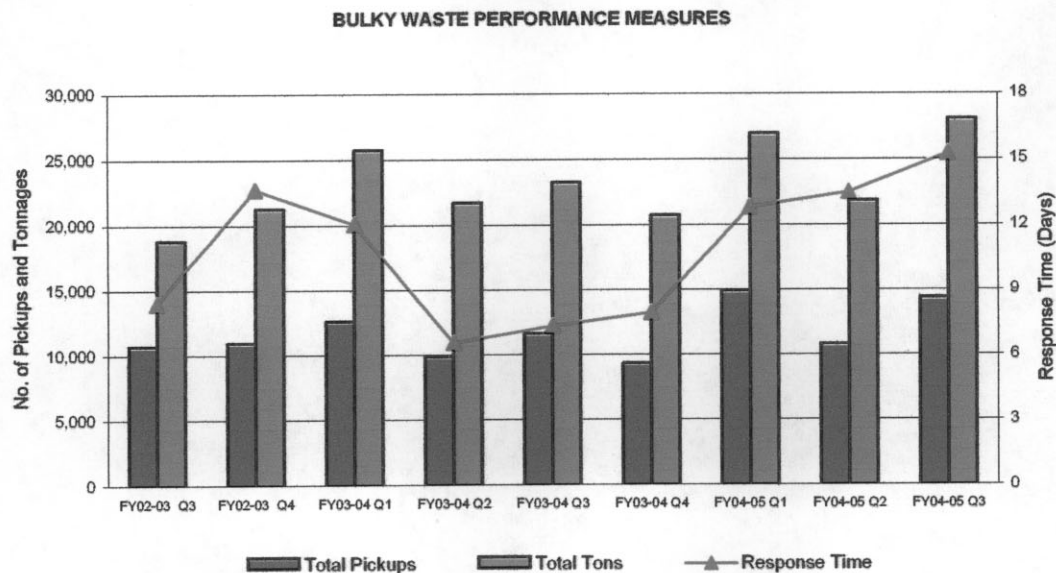
☒ Strategic Plan
☒ Business Plan
☐ Budgeted
Priorities
☒ Customer Service
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☐ Audit Response
☐ Other
 (Describe)

Task/Activities/Program:

Reduce bulky waste response time to 6 day bench mark

Additional Performance Measure:

Response time pickup days



Status: (FY05 – 3rd Quarter)

Total pick-ups – 14,350

Total Tons – 28,071

Response Time – 15.3 days

☒ Strategic Plan
☒ Business Plan
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Priorities
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☐ Other
 (Describe)

Departmental Quarterly Performance Report
Department Name: Solid Waste Management
Reporting Period: Fiscal Year 2005 – 3rd Quarter

Key Initiative B.

Provide integrated solid waste services and facilities that promote operational efficiency

Disposal

Task/Activities/Program:

Evaluate, test, implement and monitor disposal technologies found to be economical via industry evaluation and standards

Performance Measure:

Reduce disposal operating costs through use of fines as cover at North Dade Landfill

Status: (FY05 – 3rd Quarter)

Landfilled 74,812 tons of waste. Fines were used for cover and on-site crushed rock was used for the construction and repair of access roads and for the cover of some specified slopes. Eight Thousand, Nine Hundred and Seventy (8,970) tons of fines were used to cover the waste reflecting a usage rate of 12% and savings of \$45,400.00 in purchase of cover material.

Collections

Task/Activities/Program:

Establish, implement and maintain productivity enhancement actions to lower unit cost from current levels in Collections

Performance Measure:

Implementation rate for automated (one arm) collection technology

Status: (FY05 – 3rd Quarter)

A revised pilot began on March 17, 2003, in the Biscayne Gardens area where approximately 900 households are currently being serviced. The program has been expanded to include an additional 2,700 households in North Miami-Dade County for a total of 3,600 households. In June 2003, the pilot expanded to the Brownsville area of North Miami Dade County bringing the total number of homes being serviced to 7,200.

DSWM was scheduled to begin a four year phase-in program in the beginning of FY 02-03 with fifty-seven automated routes; however, due to procurement delays (bid protest), the first year of the program was delayed. In the first quarter of FY03-04, the pilot was expanded to South Miami Dade County, Area 6, in the areas of West Perrine and Richmond Heights where approximately 4,000 households are now being serviced. The pilot program is currently servicing approximately 11,200 households. The program began in May 2005, with the ultimate goal of bringing the total number of automated households to an estimated 143,570 by November 2005.

Phase 1 of Area 1 (geographically located between N.W. 215th and N.W. 167th Streets, from Biscayne Bay in the East to I-75 in the West) began in May 2005, with the commencement of service to approximately 13,370 households.

Automated service for Phase 2 of Area 1 became fully implemented in June 2005, with service to approximately 9,550 households, for a grand total of 34,120 households as of June 30, 2005.

The final two phases of Area 1 (Phases 3 and 4) are projected to be complete by July 30, 2005.

☒ Strategic Plan

☒ Business Plan

☒ Budgeted

Priorities

☐ Customer Service

☐ Workforce Dev.

☒ ECC Project

☐ Audit Response

☐ Other efficiency
(Describe)

Departmental Quarterly Performance Report
Department Name: Solid Waste Management
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Key Initiative C.

Provide solid waste service and facilities that promote and enhance public health, sanitation and the environment

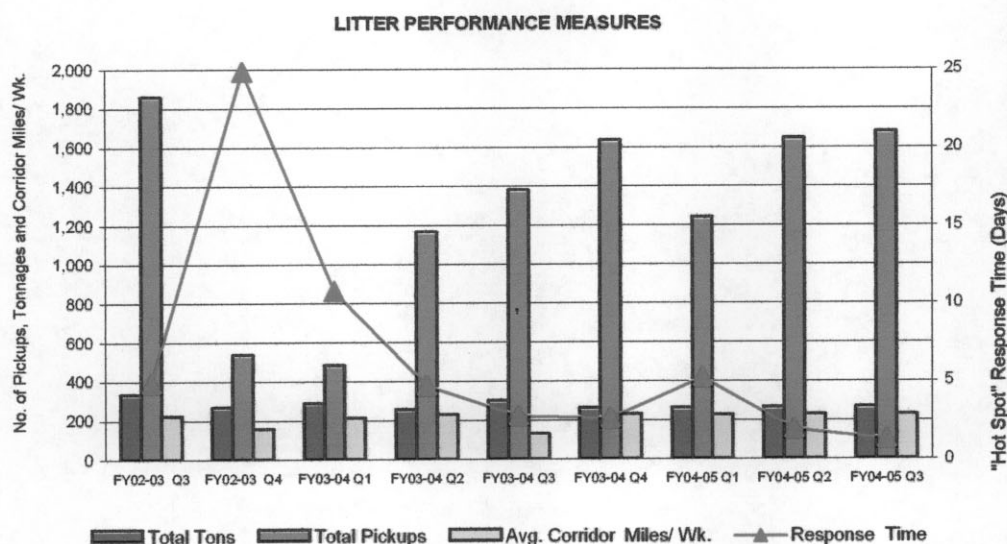
Task/Activities/Program:

Meet litter collection demands at current generation rates and enhance program to clean right of way corridors

Performance Measure:

Number of hotspots serviced; response time pick up days; average corridor miles serviced

☐ Strategic Plan
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☐ Audit Response
☐ Other
 (Describe)



Status: (FY05 – 3rd Quarter)

Hot Spots (pickups) – 1678

Response Time – 1.34 Days

Average Corridor Miles/Week – 227.77

Departmental Quarterly Performance Report
Department Name: Solid Waste Management
Reporting Period: Fiscal Year 2005 – 3rd Quarter

Strategic Goal NU 3: Promote responsible stewardship of natural resources and unique community environments

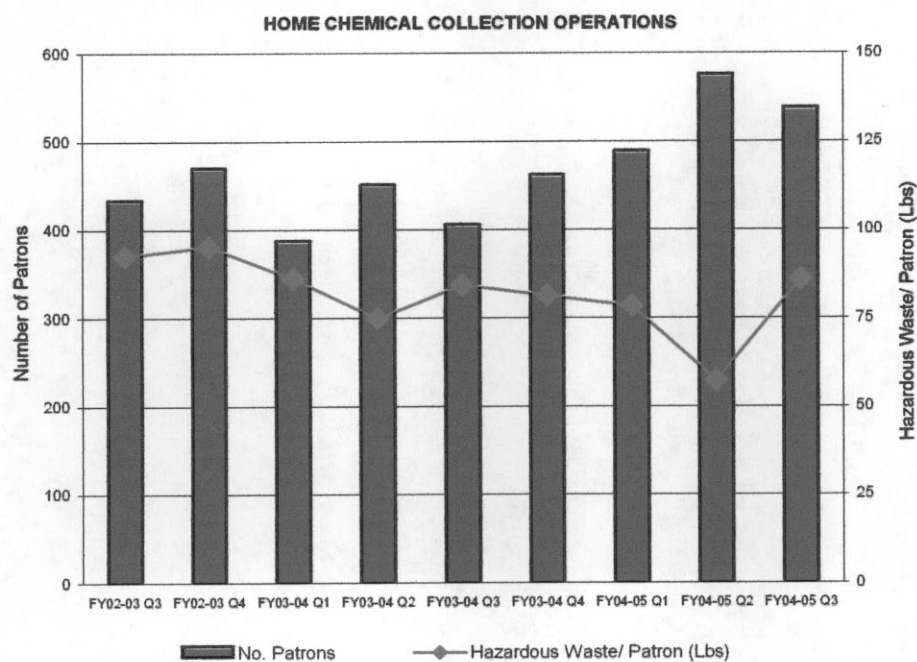
Outcome NU 3-1: Continuing supplies of quality drinking water to meet demands

Task/Activities/Program:

Implement and maintain programs to minimize the generation of household hazardous waste and assure safe convenient disposal

Performance Measure:

Number of patrons served (should increase over time) and number of pounds of hazardous waste collected per year per patron (should decline over time)



Status: (FY 05 – 3rd Quarter)

No. of patrons - 538

Hazardous Waste/Patron – 86 lbs.

(Note: 3rd quarter increase in hazardous waste per patron is attributed to the opening of the new South Dade Home Chemical Collection Center on April 23, 2005, as well as expanded hours of operation at the 58th Street Home Chemical Collection Center.)

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(Describe)

Departmental Quarterly Performance Report
Department Name: Solid Waste Management
Reporting Period: Fiscal Year 2005 – 3rd Quarter

Key Initiative D.

Provide residential code enforcement that complies with Chapter 15 requirements within the DWSM service area

Strategic Goal NU 4: Promote responsible stewardship of natural resources and unique community environments

Outcome NU 4-1: Residents and businesses voluntary compliance with County codes

Task/Activities/Program:

Attach officer's business card with each warning notice of violation requesting a call; provide "Services At A Glance" brochures with each warning notice of violation; business litter walks; shopping center waste service checks

Performance Measures:

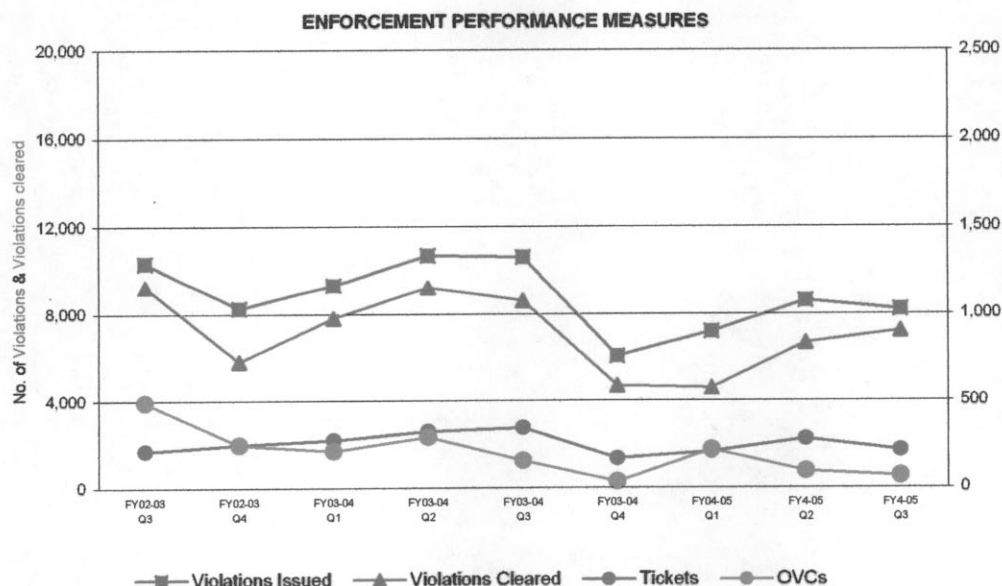
Number of business litter walks and shopping center service checks
 Annual Goal – 16 (8 per section North & South per year)

Status: (FY 05 – 3rd Quarter)

Number of business litter walks and shopping center service checks – Due to support offered to garbage automation implementation during the 3rd Quarter, no business litter walks, shopping center service checks or enforcement sweeps were conducted. However, the division is still on target to meet their annual goal.

Additional Performance Measures:

Number of violations, violations cleared, tickets, OVC's



Status: (FY05 – 3rd Quarter)

Violations – 8,257

Violations Cleared – 7,272

Tickets – 221

OVCs – 75

☒ Strategic Plan
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 (Describe)

Departmental Quarterly Performance Report
Department Name: Solid Waste Management
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Key Initiative E.

Information Technology

Goal NU 2: Empower the community by increasing communication and coordination with local, state and federal entities

Outcome NU 2-1: Improve community access to information and services

Tasks/Activities/Programs:

Annual program of information technology improvements per IT Master Plan

Performance Measures:

Percentage of projects completed as planned

Status:

- Roster Automation Phase II - Trash Division Bulky Operations
 - Provide for automated roster which enables and migrates manual time and attendance system to automated function; tracks unit labor and equipment costs for management reporting
 - Start Date: August 2002; Projected End Date: December 2005; 50% Complete in 2nd quarter.
 - Impacts: Efficiency in management reporting; lower unit cost in administration operations
 - This project remains 50% complete in the 3rd quarter due to staffing changes. However, no extensions are projected for the completion date at this time.
- Scalehouse Control System - (Purchase Order)
 - Replace existing scalehouse control system with an integrated weighing, billing and reporting package
 - Start Date: April 2001; Projected End Date: September 2005; 20% Complete in 2nd quarter
 - Impacts: Replaces dated system made up of four separate software components, no longer supported by original manufacturers; will increase the efficiency of disposal billing and collection; provide for more accurate reporting of tonnage and reduce overall system error; security component included. NOTE: Due to a court ruling affecting B/H/WEB, the original RFP process was cancelled and the project was re-started through an Emergency PO; the completion percentage has, therefore has been recalculated from 50% in the 1st quarter to 20% in the 2nd quarter.
 - No changes are projected for the completion date; the percentage of completion for the 3rd quarter is 40%.
- Vax Applications Migration
 - Migrate systems off the DEC VAX platform to the IBM RISC6000 Oracle Platform
 - Start Date: June 2001; Projected End Date: September 2005; 90% Complete in 2nd quarter.
 - Impacts: Eliminates old IT development technology; will facilitate IT hiring pool; will improve applications development process and staff productivity and will eliminate approximately \$330,000 in maintenance costs. NOTE: Completion of this project is dependent on the Scalehouse Control System completion.
 - There are no changes in the status of this project for the 3rd quarter.

Departmental Quarterly Performance Report
Department Name: Solid Waste Management
Reporting Period: Fiscal Year 2005 – 3rd Quarter

Efficiency Initiatives

- FY00-01 Process Improvement Team (PIT) recommendations have been reviewed and selected recommendations are being implemented:
 - Employee initiated route size increase (ECC #225)
Update: Labor is rescheduling a meeting with the Garbage Division in the 3rd quarter after implementation of automated service.
 - Due to the introduction of automated service, this project has been postponed.

___ *Strategic Plan*
x *Business Plan*
___ *Budgeted Priorities*
x *Customer Service*
___ *Workforce Dev.*
x *ECC Project*
___ *Audit Response*
___ *Other* _____
(Describe)

Departmental Quarterly Performance Report
Department Name: Solid Waste Management
Reporting Period: Fiscal Year 2005 – 3rd Quarter

Budgeted Service Improvements:	FY 2004-05 3rd Quarter Status
Strategic Plan for Collections (Trash)	Ongoing
Complete Landfill Closure Program	Final preparation of Series 2005 Solid Waste Revenue Bonds; bond closing took place April, 2005
Complete the Resources Recovery additional retrofit project	Subproject DeNOx 100% complete. Subproject Co2 abatement 87% complete. Fire & Life 61% complete. Subproject Wastewater 33% complete. New wastewater reclaimer under design. Overall Project to be completed in FY05-06.
North Miami-Dade Landfill Gas Extraction, Phase 2 (extend to East Cell)	In-house construction continues with landfill operations and is expected to be completed by 2014.
Complete capital equipment replacement for the Northeast Transfer Station and Central Transfer Station Compactors.	The design phase for both Northeast and Central Transfer Stations - 90% complete. Project is anticipated to be completed in FY07-08.
The NorthMiami-Dade Trash and Recycling Center ramp repair and new guardhouse construction	Guardhouse design initiated by ADA Engineering at the end of the 1st Quarter of FY04-05 is now 80% completed. The construction phase of the ramp repair is 100% complete and was done by LNC Engineering Contractor, Inc.
New Miami-Dade Trash and Recycling (T&R) in Southwest	On hold (deferred to FY 2005-06) due to re-evaluation of Trash Service Delivery program.
Complete improvements to the truck washing facilities at Sunset Kendall (3B Facility) and Northeast Miami-Dade Transfer Station (3A facility)	<ol style="list-style-type: none"> 1) The truck wash facility at Northeast Transfer Station (3A facility) is 100% complete. A Certificate of Occupancy (C.O) was issued on 2/25/05 2) Construction procurement initiated in the 1st quarter of FY04-05 with a bid award to Fountainhead Group, Inc. Construction expected to begin in 2nd quarter. Construction delayed because of demolition permit. Construction expected to begin in 3rd quarter of FY 04-05. 3) A "Notice to Proceed" was issued to Fountain Head Group, Inc. on April 6, 2005. As of the 3rd quarter, the construction phase is 15% completed.
Northeast Miami-Dade Regional Transfer Station Site Improvements	Construction Phase is 85% complete; completion expected in FY05-06.
North Miami-Dade Landfill Groundwater Remediation	Design and construction pending (on hold) the regulatory review of the monitoring data.
Interim closure of Resources Recovery 17/18	Ongoing project. In-house staff is placing daily cover under the supervision of the Landfill Chief. Project to be completed in early FY05-06.
South Dade Cell 3 Closure	Brown and Caldwell completed the bid package and the permit for this project. This job was postponed for one year and is now expected to start in 2nd Quarter of FY 2005-06. Project in the Procurement phase through the Expedite Ordinance No. 00-104. A Request to Advertise (RTA) for the South Dade Landfill Cell 3 Closure was sent to the Capital Improvements Office for approval on June 17, 2005.
Improvement of various T&R Centers	All construction at initial seven TRCs (Miami Gardens, Golden Glades, Snapper Creek, Eureka, West Little River, Moody and West Perrine) is 100% complete. The Palm Springs North station project is on "HOLD" pending a review by Management. Construction of a concrete wall at South Miami Heights Trash and Recycling Center completed by WASD (property ER#46487, Contract #S-408). Construction of a white goods area and new stairway awarded to Tropex Construction Services Inc. A "Notice to Proceed" was issued on March 21, 2005, and the construction phase is 50% complete.
Northeast Transfer Station Surge Pit Roof	Planning & design programmed for FY05-06 with project completion in FY06-07
Northeast Transfer Station Tunnel Roof	Planning & design programmed for FY05-06 with project completion in FY06-07
Replacement of Nine Scales	FY04-05 project initiation with FY09-10 completion. Central and West scales were replaced in FY03-04.
South Dade Home Chemical Collection Center	Planned for completion by the third Quarter of FY04-05. ADA Engineering initiated the Canopy design for the South Dade Home Chemical Collection Center in November 2004. The design phase is 90% complete.
West Transfer Station 4 th Crane Installation	Planning & design programmed for FY05-06 with project completion in FY06-07

Departmental Quarterly Performance Report
Department Name: Solid Waste Management
Reporting Period: Fiscal Year 2005 – 3rd Quarter

Personnel Summary

A. Filled/Vacancy Report

NUMBER OF FULL-TIME POSITIONS*	Filled as of September 30 of Prior Year	Current Year Budget	Actual Number of Filled and Vacant positions at the end of each quarter							
			Quarter 1		Quarter 2		Quarter 3		Quarter 4	
			Filled	Vacant	Filled	Vacant	Filled	Vacant	Filled	Vacant
	1,020	1,040*	1056	44	1047	46	1038**	47		

* 1040 budgeted positions increased to 1043 due to three (3) new positions in the Environmental Compliance Division

**1038 filled positions include 989 filled/in pay status, seven (7) Employees on Leave of Absence (LOA), four (4) Employees covering LOAs and 38 Unbudgeted positions. The 38 unbudgeted positions are comprised of 31 garbage collectors providing continued manual garbage collection service pending delayed implementation of automated garbage collection and 7 trash truck drivers pending delayed implementation of the Bulky Waste Enhancement). (Above totals tie to 06/21/05 County TO/Salary Forecast)

Notes:

B. Key Vacancies

Assistant Director, SWM Technical Services
Assistant Director, Collections Operations

C. Turnover Issues

Consistent turnover in operations due to promotional opportunities and attrition

D. Skill/Hiring Issues

On May 15, 2005, the Employee Relations Department implemented a new policy that requires all new employees (including contractual temporary employees) to be fingerprinted for criminal background checks as a condition of their employment. This has created some difficulty in meeting the department's operational manpower needs.

E. Part-time, Temporary and Seasonal Personnel

(Including the number of temporaries long-term with the Department)

Waste Collector P/T (15) - Filled: 15 (9 overages pending automated garbage implementation) Vacant: 0
Waste Service Clerk I P/T (1) - Filled:0 Vacant: 1 (note: 1 F/T also vacant)
Temporary (92.81 FTE) - 8.065 FTE Admin., 84.75 FTE Laborers (Average for entire Quarter)
Seasonal (N/A)

F. Other Issues

FY04-05 Budget Changes

Managing budget change actions (i.e. automated garbage collection) to avoid employee displacement.

Departmental Quarterly Performance Report
Department Name: Solid Waste Management
Reporting Period: Fiscal Year 2005 – 3rd Quarter

Financial Summary

(All Dollars in Thousands)

Fund 470 – Collections (Third Quarter)

	Prior Year FY 04 Actual	Total Annual Budget	Quarter		Year to Date		\$ Variance	% of Annual Budget
			Budget	Actual	Budget	Actual		
Revenues								
Waste Collection	\$125,828	\$125,828	\$31,457	\$15,904	\$94,371	\$121,719	\$27,348	97% 1
Rate Stabilization Transfer	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Transfer from Disposal								
Operations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Carryover	-\$2,500	\$1,306	\$327	\$0	\$980	\$1,867	\$887	143% 2
Total	\$123,328	\$127,134	\$31,784	\$15,904	\$95,351	\$123,585	\$28,235	97%
Expenses								
Administration	\$9,147	\$10,432	\$2,608	\$2,012	\$7,824	\$6,461	\$1,363	62% 3
Garbage Collection	\$63,117	\$62,094	\$15,524	\$16,457	\$46,571	\$49,094	-\$2,523	79%
Trash Collection	\$34,512	\$34,129	\$8,532	\$9,306	\$25,597	\$26,100	-\$503	76%
UMSA Enforcement								
Litter Illegal Dumping	\$4,363	\$5,518	\$1,379	\$1,157	\$4,138	\$3,333	\$805	60% 4
UMSA Recycling								
Operations	\$10,171	\$11,055	\$2,764	\$2,723	\$8,292	\$8,318	-\$26	75%
Transfer to Capital Sub-Fund	\$1,520	\$1,113	\$278	\$296	\$835	\$737	\$98	66% 5
Reserves	\$0	\$2,792	\$698	NA	\$2,094	NA		0%
Total	\$122,830	\$127,134	\$31,784	\$31,951	\$95,351	\$94,044	\$33,258	74%

Equity in Pooled Cashed

Fund/Subfund	Prior Year FY 04	Projected At Year End As of			
	Year End	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Revenue Less Expenditures	\$498	\$60,432	\$45,589	\$29,542	\$0
Rate Stabilization Transfer	\$0				
Prior Year Correction for Capital	\$0				
Transfer from Fund 490	\$0				
Balance Sheet Changes	\$1,369	\$0	(\$3,638)	(\$1,120)	\$0
Total	\$1,867	\$60,432	\$41,951	\$28,422	\$0

Comments:

Revenue:

- Waste Collection 1) Majority household fee is received in the first half of the fiscal year from Tax Collector's Office.
- Carryover 2) Carryover increase reflects prior year reclassification of trash hauling expenditure.

Expense:

- Administration 3) Variance due to timing of contractual payments and interdepartmental charges.
- UMSA Enforcement, Litter/Illegal Dumping 4) Reflects lag in reclassification of expenditures.
- Transfer to Capital Sub-Fund 5) Timing of capital projects and project reprogramming.

Note: Third Quarter Report reflects adjusted financial data from FAMIS report dated 07/02/05

Departmental Quarterly Performance Report
Department Name: Solid Waste Management
Reporting Period: Fiscal Year 2005 – 3rd Quarter

(All Dollars in Thousands)

Fund 490 – Disposal (Third Quarter)

All Dollars in Thousands)		Fund 450 - Disposal (Firm Quarter)						
	Prior Year	Total	Quarter		Year to Date			% of
	FY 04 Actual	Annual Budget	Budget	Actual	Budget	Actual	\$ Variance	Annual Budget
Revenues								
Disposal Operations	\$143,938	\$144,618	\$36,155	\$38,419	\$108,464	\$110,154	\$1,691	76%
Carryover	\$65,170	\$59,840	\$14,960	\$0	\$44,880	\$65,665	\$20,785	110%
Total	\$209,108	\$204,458	\$51,115	\$38,419	\$153,344	\$175,819	\$22,476	86%
Expenses								
Administration	\$10,232	\$12,084	\$3,021	\$3,141	\$9,063	\$8,825	\$239	73%
Compliance Dev. & CW								
Recycling	\$2,609	\$4,087	\$1,022	\$932	\$3,065	\$2,445	\$620	60%
Disposal Facilities								
Operations	\$99,995	\$106,917	\$26,729	\$27,143	\$80,188	\$74,041	\$6,146	69%
Transfer Operations	\$24,841	\$25,588	\$6,397	\$5,484	\$19,191	\$17,450	\$1,741	68%
Transfer to Capital Sub-								
Fund	\$1,881	\$7,714	\$1,929	\$311	\$5,786	\$975	\$4,811	13%
Reserves	\$0	\$48,068	\$12,017	\$0	\$36,051	NA		
Total	\$139,558	\$204,458	\$51,115	\$37,010	\$153,344	\$103,737	\$86,617	51%

Equity in Pooled Cashed

Fund/Subfund	Prior Year FY 04	Projected At Year End As of			
	Year End	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Revenue Less Expenditures	\$69,550	\$65,903	\$70,674	\$72,083	\$0
Prior Year Correction for Capital	\$0				
Munisport Landfill - Grant *	\$0	-\$31,027	-\$31,027	\$0	\$0
Transfer from Fund 470	\$0	\$0	\$0	\$0	\$0
Balance Sheet Changes	-\$3,885	\$0	-\$8,069	\$7,223	\$0
Total	\$65,665	\$34,876	\$31,578	\$79,306	\$0

Comments:

Revenue:

Carryover 1) Reflects prior year increase in utility service fee revenue and lower than projected capital projects expenditures.

Expense:

Compliance Dev. & CW Recycling 2) Primarily due to lag in environmental contractual payments.

Disposal Facility Operations 3) Reflects procurement requisition delays for heavy equipment.

Transfer Operations 4) Reflects procurement requisition delays for heavy equipment.

Transfer to Capital Sub-Fund 5) Timing in capital projects and project reprogramming.

Note: * Resolution R-244-04 authorized County (DSWM) to provide grant funds to escrow account for Munisport Landfill Site (City of North Miami). Amount to be reimbursed by Series 2005 Bonds.

Third Quarter Report reflects adjusted financial data from FAMIS report dated 07/02/05

Departmental Quarterly Performance Report
Department Name: Solid Waste Management
Reporting Period: Fiscal Year 2005 – 3rd Quarter

STATEMENT OF PROJECTION AND OUTLOOK

The Department projects to be within authorized budgeted expenditures and projects that available revenues will exceed expenses except as noted below:

Notes and Issues:

(Summarize any concern or exception, which will prohibit the Department from being within authorized budgeted expenditures and available revenues)

Major Departmental Issues

Current

- Collections cost per household is expected to continue to trend higher; over time, efficiencies (see below) will not be sufficient to avoid fee increases.
- Implementation of Collections efficiencies to include automated routes and more cost efficient bulky and Trash & Recycling Center operations
- Management of landfill closure plan for non county sites in City of North Miami, City of Miami and City of Homestead

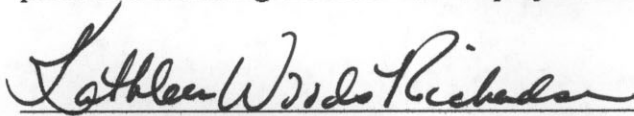
Long-term

- Development and implementation of strategy to maintain high standard of service and good relations with newly incorporated areas to preserve combined system
- Begin to develop options for structural reform in both funds including a targeted debt service coverage policy and reserve fund policy
- Development and implementation of a policy to ensure long term disposal capacity including retention of existing long term agreements with municipalities (not subject to Ordinance 96-30).

Departmental Quarterly Performance Report
Department Name: Solid Waste Management
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DEPARTMENT DIRECTOR REVIEW

The Department Director has reviewed this report in its entirety and agrees with all information presented including the statement of projection and outlook.



Signature Department Director

Date 8/1/05